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# Inside APHIS

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Dear Friends,



As most of you have probably heard, I recently accepted a new position as Dean of the College of Veterinary Medicine at Michigan State University. The decision to leave APHIS and embark on what is, for me, an entirely new career path was a very difficult one. APHIS is my home, and I will miss it—and the APHIS family—greatly.

I feel proud and privileged to have been part of USDA during the past two decades and to have played a small role in helping to position APHIS as a leader in ensuring the continued health, productivity, and marketability of this country's animal and plant resources and in improving animal welfare and wildlife services. I can think of few tasks more worthy or rewarding. The people who carry out this work and deliver these services are among the most dedicated and professional I have ever known.

As much as I will miss working with you, my leaving is made somewhat easier knowing that APHIS' future course has been set. Our change agenda and vision of "One APHIS" is fast becoming a reality. Everywhere, I see employees working as teams across program lines to improve the quality and delivery of their services; focus on results; and meet customer demands. APHIS' innovative, "just-do-it" spirit has been its hallmark over the years, and these values will continue to serve it well as the agency rises to face the challenges of the next century. It is up to each of you to make change and innovation integral parts of the APHIS culture. As architects of APHIS' future, it is within your power to build on each others' strengths and to transform the way the Agency does business.

In saying this, I know that I leave APHIS in the most capable hands—yours. I look forward to keeping a close eye on your progress as you move toward further successes in the 21st century. APHIS has no greater advocate or fan than me. I owe this organization and you, its most important resource, a great

**"What lies behind us and what lies before us are tiny matters compared to what lies within us."**

—Oliver Wendell Holmes

deal. Although APHIS faces many unique and significant challenges, I remain optimistic about its future and critical mission.

Public service continues to be a noble and admirable calling. I can only hope that those we serve so well might be able to gain a better perspective of the dedicated people in APHIS who make a difference in their daily lives. Then, like me, they would have a renewed appreciation and confidence in this wonderful Agency and especially in its competent employees.

I thank you personally for allowing me the privilege to serve as your Administrator. It's been a great journey, and I am indeed fortunate to have had the opportunity to travel this far with you.

I wish to leave you with a quote from Oliver Wendell Holmes: "What lies behind us and what lies before us are tiny matters compared to what lies within us." I will remember APHIS fondly because I know what lies within each of you—a profound desire and the ethical sense to make a difference and contribute to each other and to those we serve. I know you will remain dignified and elevated above self-interest, and that you will continually strive to achieve the higher goals of public service and the APHIS vision and mission. These ideals are worthy of your commitment, and they will give true purpose to your collective and future work. You have earned my utmost respect and admiration. I leave you with my best wishes and warmest regards for all your personal and professional endeavors.

Lonnie J. King

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# Glickman Presents Honor Awards to Six Agency Groups

By Estela Bock, Public Affairs, LPA

Secretary Glickman held USDA's 50th Honor Awards Ceremony on June, 5, 1996, in the Jefferson Auditorium of the USDA's South Building in Washington, D.C. Glickman presented the awards to individuals and team representatives for their outstanding achievements in Agriculture.

APHIS award winners or their representatives came from around the country to receive their awards while teammates watched the ceremony live via satellite.

## Outbreak Averted

Jere L. Dick, area veterinarian in charge at Edgewood, NM, received an honor award for his actions in averting a major vesicular stomatitis outbreak. The contagious livestock disease was diagnosed on a New Mexico farm in May 1995.

Working closely with the New Mexico Livestock Board, Dick promptly and aggressively addressed the outbreak. He assisted effectively in organizing and implementing public forums for input on disease-management approaches from industry groups. He was responsible for the day-to-day operations, communications, and decisions in New Mexico. In addition, he coordinated the training and transfer of duties for 29 administrative and field employees assigned to the emergency response team deployed to New Mexico.

Dick depended exclusively on the electronic Geographical Information System to provide premises location and quarantine status for disease surveillance. Subsequently, his model was used by Arizona, Colorado, Utah, and Wyoming to track the disease. Dick kept headquarters, livestock producers, State animal health officials, Federal agencies, and other countries informed of the status of the outbreak on a regular basis, and this information process was instrumental in allowing livestock and animal products to be moved out of unaffected states. His efforts saved the industry from large economic losses that would have occurred if international trading partners had believed that U.S. animal products were unsafe.

## Civil Rights Programs

A second individual award went to Anna P. Grayson for her leadership and management that contributed to the effective and efficient administration of the agency's civil rights program.

Grayson's numerous achievements last year included conducting a civil rights survey in APHIS and using the results of the survey to plan civil-rights compliance reviews; preparation of a bilingual policy statement, Prevention of Sexual Harassment in the Workplace; active participation in the Environmental Protection Agency/USDA Environmental Justice Initiative, which gives assurance that poor and minority communities will not suffer from discriminatory environmental regulations or disparate environmental effects; and preparation of a concise APHIS Networking Directory, which includes all APHIS, GIPSA headquarters, and regional employees with collateral-duty EEO assignments. In addition, she established a Cultural Information Center in the library at Riverdale, MD.

## Compassionate Job Support

Kathlene Walton, administrative assistant in West Valley City, UT, received an honor award for providing training and support to other administrative support employees in various PPQ projects and State offices. From 1987 to the present, Walton has trained new clerical employees in PPQ offices in Arizona, Colorado, Montana, and Wyoming. In 1988, she went to Boise, ID, to help set up office files and provide clerical support to the Grasshopper Integrated Pest Management Project. She always makes herself available to help other employees while continuing to meet her own job requirements.

From 1990 through 1992, Walton spent many hours training and helping a physically disabled employee. Her confidence and respect for the young man, who is a quadriplegic, helped his own self esteem and gave him the confidence to enroll in college drafting courses. Her training paid off for APHIS too, when the man Walton helped began generating

computer reports and forms for her office, contributing to an efficient and productive office atmosphere.

## Hurricane Marilyn

On Sept. 16, 1995, Hurricane Marilyn swept over the U.S. Virgin Islands, causing much devastation on the islands of St. Thomas and St. Croix. Supervisory PPQ officer Juan R. Galera, PPQ officer Milton W. Haack, PPQ officer Kelan R. Evans, and administrative support assistant Awilda Calderon received an honor award for providing a quick and effective emergency response to their colleagues on the islands in the storm's immediate aftermath.

Hurricane Marilyn caused excessive damage wherever it made landfall in the Caribbean, including Puerto Rico. Without the prompt and decisive intervention of the above group, APHIS employees on the U.S. Virgin Islands would have had to fend for themselves and would not have been able to resume work as quickly as they did.

## Medfly in Camarillo

Thanks to the rapid response of 21 employees of the Cooperative Medfly Eradication Team, the Mediterranean fruit fly was contained and eradicated in Camarillo, CA. Seven of these individuals are APHIS employees: John Stewart (supervisory PPQ officer, Charleston, SC), Vernon Harrington

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# Congratulations!

... To **Moises Fraire, Emeterio Saldivar, Pedro Paz, Nicolas Ibañez, and Manuel Flores** for their work at the Mexican-U.S. Commission for the Prevention of Foot-and-Mouth Disease and Other Exotic Animal Diseases (CPA) during the recent avian influenza outbreak in Mexico. The first four employees were commended for the splendid diagnostic work they performed at the CPA laboratory; Administrative officer Manuel Flores was commended for his outstanding performance and contributions to the Commission.

... To **Linda Detwiler**, a veterinarian in VS' Robbinsville, NJ, office, for her outstanding performance during the bovine spongiform encephalopathy or "mad cow disease" scare. Detwiler came to headquarters where she worked day and night responding to reporters and ensuring that myths and rumors did not undercut the fact that U.S. beef is the safest in the world. Detwiler received a 1996 USDA "Unsung Hero" award.

... To **Ralph Johnson**, PPQ officer at JFK International Airport in New

York, for his spare-time mentoring of high school students interested in science. Johnson spends many after-work hours teaching students about agriculture and general research techniques, both in the classroom and on field trips to USDA labs. At a time when young people's interest in the sciences is waning, Johnson's hands-on efforts are helping to spark an interest in the next generation of agricultural researchers. Johnson recently received a 1996 USDA "Unsung Hero" award for his efforts. ♦

## Summer Gives Us a Chance To Reconsider Investing in TSP

By *Martha Gravagna, Human Resources Operations, M&B*

Open season for the Thrift Savings Plan (TSP) began on May 15, and ends on July 31, 1996. During open season, eligible employees may elect to begin contributing to the TSP, change the amount of their TSP contributions, or allocate TSP contributions among the three investment funds.

Employees may invest all or any portion of their TSP contributions in any of the three TSP investment funds—the Government Securities Investment (G) Fund, the Common Stock Index Investment (C) Fund, and the Fixed Income Index Investment (F) Fund. This investment

apportionment holds true for both employees covered by the Federal Employees Retirement System (FERS) and the Civil Service Retirement System (CSRS).

TSP update pamphlets were mailed directly to employees with their leave and earnings statements. To make an open-season election, employees must submit a completed Election Form, TSP-1, to their Servicing Personnel Office. Field employees can obtain the form from M&B's Human Resources Operations (HRO); headquarters employees can get their forms from Headquarters Customers Services

(HCS) in Riverdale, MD.

Elections submitted during the open season will become effective in July 1996. Because the TSP open season is more than 2 months long, only registrations received by the end of open season will be accepted. The TSP-1, with an original signature (faxed copies are not acceptable), must be in the Servicing Personnel Office (HRO or HCS) by close of business of the last day of open season.

If you have any questions about the Thrift Savings Plan, contact your Servicing Personnel Staffing Specialist. ♦

(supervisory PPQ officer, Kailua Kona, HI), Larry Hawkins (public affairs specialist, Ontario, CA), Douglas Hendrix (public affairs specialist, Bell, CA), Steven Spalla (supervisory PPQ officer, Buffalo, NY), and Fred Meyer, Jr. (regional program manager, Sacramento, CA).

Demonstrating an unparalleled cooperative effort of Federal, State, county, and industry employees and the general public, this team contained and eradicated the Medfly, a major pest of many fruits and vegetables.

### Oklahoma City Bombing

The brutal bombing of the A.P. Murrah Federal Building in Okla-

homa City on April 19, 1995, claimed the lives of 169 innocent people, among them seven APHIS employees. As the Nation looked on with growing horror and dismay, APHIS employees mourned the loss of their friends and colleagues and leaped into action to help the families and surviving colleagues of this disaster. This award recognized 31 APHIS employees and 4 EAP employees. At the ceremony, the Secretary made reference to the numerous other people who helped in many other ways.

APHIS award recipients were Barbara Gillum, Rube Harrington, Jr., Annella Isom, Je'Nell Carpenter, Joyce Miller, and Randy

Snyder, all of Arlington, TX; Susan Jistel and Lydia Fouch of Austin, TX; Robert Sanders and Deborah Hicks of Little Rock, AR; Jack Oak and Vanessa Stampley of Baton Rouge, LA; Kevin Petersburg, Kay Seufferer, and Barbara Wheeler of Des Moines, IA; Mark Kurland of Ft. Worth, TX; Dianne Shank of Searcy, AR; Robert Hanson of Lincoln, NE; Alfredo Garcia of Brownsville, TX; Debra Busch and Linda K. Becker of Minneapolis, MN; Joseph Frick, Cynthia Eck, and Richard McNaney of Riverdale, MD; Paula Henstridge and Janna Evans of Washington, DC; Stuart J. McDonald of Denver, CO; and Kevin Varner, Donald Evans, Carolyn Sutton, and Marianna Brunkow of Topeka, KS. ♦



# St. Louis Work Unit Changes to a Team-Based Organization

By Matt Seeley, PPQ, St. Louis, MO

Our supervisor, Bill Brennecke, first approached our office—PPQ's St. Louis, MO, work unit—with the idea of changing to a team-based organization several years ago. Apparently the revolution occurring in the private sector had come to the attention of the Federal sector, for Brennecke asked us if we felt the team concept could improve our work unit. Little did we know then that in November 1994, PPQ management would ask our work unit to be a pilot for implementing teams throughout PPQ's Central Region.

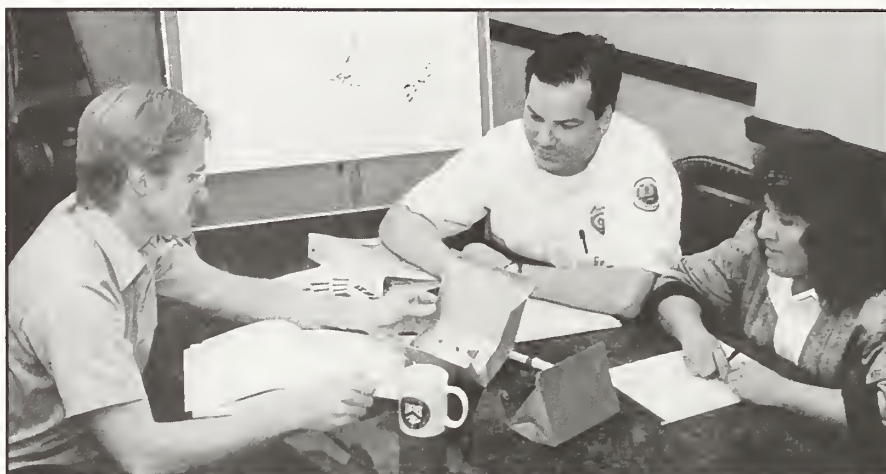
When I first heard of team-based organizations, an image of the Keystone Cops in the old black-and-white movies immediately popped into my head. I equated team-based organization with mass confusion. How could employees manage themselves? Who would be responsible? The other three members of the work unit had similar thoughts and concerns. What kinds of changes would a team structure bring to our work unit? Somewhat reluctantly, we agreed to form a team.

## OPD Help

The first thing we did was formulate a "hand-off" process for tasks that formerly had been the responsibility of our supervisor, whose office had recently moved to Jefferson City, MO, about 200 miles away. Under the guidance of John Lasagna, OPD's organizational development consultant based in PPQ's Central Region, we developed a timeline that outlined when and how each task would be handed over to the team. In retrospect I see how important this process was to the success of our team. It helped us establish a framework and allowed us to assume our new responsibilities one by one. Without this process, we would have been overwhelmed.

Once we had our game plan, we needed to start the task of "re-programming" ourselves to think and function as members of a team rather than as subordinates in an employer-employee relationship. With Lasagna's help, we grappled with team concepts until we could let go of the old way of doing things.

The most important concept



APHIS PHOTO BY PAUL BUHR

Team members Matt Seeley, Guy Olsen, and Carol Schaaf (left to right) discuss positive finds from the 1995 gypsy moth survey.

that we had to understand was empowerment of the employee. Actually, understanding empowerment came naturally to the members of our team. Our former supervisor's management style always rewarded innovation and encouraged independent decisionmaking. His style taught us to be assertive while working within certain boundaries. We immediately knew what empowerment was all about.

## Understanding Consensus

Probably the most difficult concept we tackled was consensus. Obviously, for a team to make a decision, there has to be a consensus on what actions to take. Our biggest problem was not understanding what consensus means. With Lasagna's help, we learned that consensus does not mean that the majority rules; rather, it means that we team members discuss the issue until we find a solution that we all can live with. Consensus decisionmaking does not allow someone later to say, "See, I told you so!" Without an understanding of this concept our team would not have survived.

Our team also had to learn to deal with many other concepts and issues along the way. For example, we had to learn how to deal with different salaries and grades. In the past, someone with a higher grade was also higher in supervi-

sory status than others in the work unit. However, in a team, everyone is considered an equal.

"As a member of a team," says PPQ officer Guy Olsen, "you have to embrace the team concept, regardless of pay-grades, former responsibilities, and personalities. The bottom line is you have to want to be on a team."

## Tests for the Team

About the time we were beginning to understand our new roles and responsibilities, we were tested with some major tasks—the selection of a new administrative assistant, who would become a member of the team, and the responsibility of locating and negotiating for new office space to better serve our customers.

None of us had ever handled tasks like these before; in the past, our supervisor had always handled them.

As a team, we had full authority and accountability for these tasks and were to see them through to completion. Within 3 months, we had hired a capable administrative assistant, who is now a valuable member of our team. Also, we had moved into our new office space.

Many people have commented on how fast we were able to accomplish these tasks. "I have discovered how much faster some tasks can be accomplished," says team member Paul Buhr. Several

(See ST. LOUIS on page 7)

# Biotechnology Permit Unit Keeps Ahead of Industry Needs

By Jim Rogers, Public Affairs, LPA

As science quickly outpaces regulation, agencies sometimes struggle to keep up. In BBEP, however, the opposite is true. By keeping a thumb on the pulse of industry and academia, John Payne, acting director of BBEP, was able to predict the next level of agricultural genetic engineering.

In August of 1995, he detailed ecologist Orrey Young to BBEP's Biotechnology Permits (BP) unit and asked him to develop guidance for applicants interested in introducing genetically modified arthropods into the environment.

Employees in the BP unit regulate the importation, interstate movement, and environmental release of genetically engineered organisms that are or may become plant pests. Applications for release of genetically engineered, transgenic plants and microorganisms have been received since 1987. But the first request for the release of a transgenic arthropod wasn't received until 1996.

"We weren't Nostradamus, [the 16th-century astrologer who foretold events], but within a few weeks, things began to happen," says Arnold Foudin, deputy director of BP. Before the request arrived, Foudin helped guide Young through the arduous task of developing guidelines to handle transgenic arthropods.

## Moving to Change

Young had several sources to draw from. There were already guidelines for engineered plants and micro-organisms. But, rather than rubber-stamping the old way, Young proceeded to change and adapt those old guidelines to the new situation.

"We recognized APHIS might not have all the needed expertise," says Young. To make up for any gaps in knowledge, Young created an agency "virtual team" of scientists with disciplines relevant to the subject. The team was spread out over several States, and members kept in touch almost exclusively by electronic means. Electronic communication was an essential part of the development of new guidelines.

The BP unit placed all of its transgenic arthropod information

onto the internet. The website wasn't just a clearing house for information, however. BP also placed the actual application to allow for the controlled release of the arthropod and all of its supporting documentation onto the web. Allowing scientists to examine the research involved with an application made applicants more careful because their work would now be subject to the scrutiny of scientists all over the world.

## Posting on the Internet

Before an application could be posted on the home page, the virtual team had to determine that the application was complete and met all the requirements for submission. This activity required working closely with the prospective applicant, evaluating the suffi-

cient of the supporting research, the proposed experimental design associated with the release, and any proposed mitigation that would ensure no detrimental environmental impact occurred.

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APHIS PHOTO BY DENNIS TRAINUM

From left to right, Orrey Young (project leader for Environmental Analysis Documentation), John Payne (acting director of BBEP), and Arnold Foudin (deputy director of BP) develop a process to handle transgenic arthropod regulation.

ciency of the supporting research, the proposed experimental design associated with the release, and any proposed mitigation that would ensure no detrimental environmental impact occurred.

After the application was accepted and posted, a series of communications was required with the State in which the organism was to be released. In the past, those communications required

BP authorized the arthropod, an application for a transgenic nematode came down the line. The response for it only took 60 days.

Foresight can be a wonderful gift. Payne, Foudin, and Young's actions allowed for the existing process to be improved in order to better serve their customers. The new process saves days, dollars, and, according to Foudin, has become a big hit with the transgenic arthropod community. ♦



# Fascination With Butterflies Poses a Dilemma for Scientists

Some people find butterflies so romantic, they make them a part of their wedding plans. They contact PPQ's permit unit for permission to release butterflies at their wedding. Zoos now have butterfly houses—special greenhouses where butterflies flit about while the public walks through admiring them.

These delicate, bright, and beautiful creatures lately have captivated the American public. Media coverage linking their destruction to the destruction of the rain forests has increased public interest. But this fascination by the public with butterflies has caused a major dilemma for PPQ's Biological Assessment and Taxonomic Support (BATS) staff.

"We look at a butterfly as a fully fecund, fully reproductive plant pest," says senior entomologist Bob Flanders. Under the Federal Plant Pest Act, APHIS has regulatory authority over plant pests. Plant pests are any invertebrate or microbe that feeds on plants. Butterflies, for example, are insects of the order *Lepidoptera* that feed on plants in their larval stage.

## Butterfly Permits

In the past, most requests for permits to import butterflies came from collectors and a small number of researchers. Collectors always killed the insects when they emerged from their chrysalises. Researchers conducted limited studies on a few species in isolated containment laboratories. In both of these cases, there was little or no risk that these plant pests would be released to the environment.

But now, according to Flanders, interest is shifting from research and dead-bug collections to live exhibits. PPQ is receiving about four new requests each month to approve live exhibits. In butterfly houses, owners release the butterflies in a greenhouse-like environment, and the public enters this environment.

"The risk-benefit analysis suddenly becomes tricky," Flanders says. "First, we don't have the data to answer a lot of our questions about the potential for plant-pest damage in North America. Even though about 99 percent of tropical butterfly species would die if they were accidentally

released in most areas of the United States, what do we do with the 1 percent that survive? We don't know what will happen if these plant pests escape into our environment. Are we inadvertently initiating another gypsy-moth-like situation?

"Also, chrysalises collected from fields or jungles in their native habitats could be carrying parasites or pathogens that would come with the insects when they were imported. What would happen if the parasites and pathogens got into our environment? Would they attack our native butterfly species and adversely affect them? We don't know."

## Draft Guidelines

In response to the public interest and the great increase in requests for housing live butterfly collections, BATS has recently developed draft guidelines for butterfly facilities. The guidelines include requirements for glass double-door entries, wind barriers to blow insects back into the houses, secure ventilating systems, autoclaves in which to place tools and plant trimmings, and staffing requirements—security guides who will circulate among visitors to make sure they don't capture the insects and remove them from the facility. The American Zoo and Aquarium association



NATIONAL ZOOLOGICAL PARK PHOTO BY JESSIE COHEN

A zebra long-wing butterfly (*Heliconius charitonius*), is one of seven butterfly species living at the National Zoo's new Pollinarium in Washington, DC.



(AZA), the primary certification organization for zoos and aquariums in the United States, is working closely with BATS to develop standards for butterfly houses.

As part of the approval process, PPQ inspectors check the houses to make sure that the plants grown in them are not those that the butterflies need for laying their eggs. Without the availability of specific host plants, butterflies will not lay eggs, and there will be no reproduction.

"Before 1992, we were solving the problem of reproduction by allowing only one sex of a butterfly species into the country in any given year," says Flanders. "Our PPQ port inspectors had to know which sex they were looking at—a tough task for even experienced entomologists in some cases."

Now, PPQ has changed its approach and is concentrating on tight control at facilities. PPQ no longer issues permits for temporary displays of live exotic butterflies at events such as county and State fairs because the facilities are usually inadequate and because PPQ field employees must spend a lot of time inspecting them both before and after the events.

About 50 permanent facilities have been approved and are currently operating at museums, zoos, and parks. A proposed facility in Kansas is so large that it will house an entire auditorium

inside. "With every new facility we add, the risk of a reproductive female escaping multiplies, so we are trying to control expansion of these facilities," says Flanders.

### **Educating the Public**

"The opportunity to educate the public about the role of insects in our environment is a positive thing," Flanders says, "and is our rationale for permitting butterfly houses to operate. However, we think that zoos and other butterfly-house proprietors need to talk about the environmental negatives as well as the positives. The public needs to be aware of the risks of bringing an insect into a new environment, and it needs to understand that in the case of many butterfly species, in some parts of the United States we are concerned about those risks."

Restricting trade in butterflies can have unexpected repercussions. Both the Peace Corps and the U.S. Agency for International Development (USAID) have butterfly projects in several tropical third-world countries. In looking for ways to provide alternatives to cutting down the rain forests in these countries, the organizations' employees came up with the idea of having villagers collect butterflies. The employees reasoned that the villagers could earn a living sending their butterflies to the United States for sale to hobbyists and enthusiasts. "If we get too restrictive, says Flanders, "we adversely impact the ability of Peace Corps and USAID to carry out their work.

"Only two facilities in the United States are allowed to rear butterflies," continues Flanders. A Florida facility in operation since 1986 rears about 800 species of butterflies. The other facility is in Georgia. "Wherever we can, we encourage people to use native species instead of requesting to import exotic butterflies. There are several commercial farmers of native butterflies in the United States.

### **Releasing the Monarch**

Even permitting the movement of native species, however, is not without its risks. Some butterfly enthusiasts want to release the native monarch butterfly from classrooms across the country. The migratory genetics of the monarch differ from coast to coast. "What would happen to the separate migratory patterns of the monarchs," asks Flanders, "if we mixed the gene pools? Also, in California, a disease has been decimating monarch populations. If we were to issue a permit to release California monarchs in Maryland, for example, would the disease transfer to eastern Monarchs and harm these populations?"

As a regulatory agency, APHIS walks a fine line between protecting our agriculture and our environment and serving our customers. In BATS, the rules will continue to change as the scientific community develops more data about the risks of importing, shipping, and releasing butterflies. ♦

## **St Louis, from Page 4**

people within our region have commented on how the St. Louis team hit two "home runs" the first two times at bat! We continue to be amazed at how fast and efficiently our team gets the work done.

As our team continues to mature, many of the questions that we had in the beginning have been replaced by satisfying experiences. "Many of our initial fears have been put to rest by what we have experienced in the past year," says Carol Schaaf, administrative assistant.

We all seem to be much more aware of what each other is doing, and we feel that we tackle the workload much more efficiently. One question we still haven't answered is, "Why didn't we do this sooner?" ♦

# Employees Across the Country Bring Their Children to Work

**1** K-9 officer Fred Chang and beagle Taffy are the focus for the Take-your-Children-to-Work Day at the Los Angeles International Airport. Watching Chang work are (from left to right) Ashley Caraballo, daughter of PPQ officer Miguel Caraballo; and Jermaine Camacho, son of PPQ officer Oscar Camacho.

APHIS photo by Diana Verity



**1**

**2** At JFK, children visit the cockpit of the Concorde. From left to right are Denise, daughter of PPQ officer Danny Carbuccia; Basirat, daughter of PPQ officer Wahah Alaga; Maureen, daughter of Carbuccia; Annie with her aunt, PPQ assistant officer in charge Mary Benzie; and Chantel Gittens (kneeling), niece of PPQ secretary Cheryl Simpson.

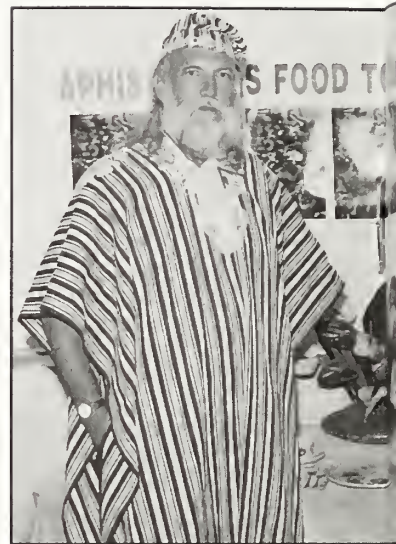
APHIS photo by Carmela Morris



**2**

**3** IS' Carl Castleton and Colleen Rogal from Washington, DC, dressed in West African robes, invited children to identify a wide variety of tropical fruits and vegetables that varied from "ugli fruit" and papaya from Jamaica to red bananas from Ecuador, to guava and kumquat from the United States. Everyone present had the opportunity to sample the fruit from these countries. Castleton was surprised when some of the children identified yams and plantains, items they were learning about in social studies. Castleton explained the roles that APHIS employees play in bringing food to the table. Rogal displayed some of her artifacts she collected while living in Laos, Peru and Liberia.

APHIS photo by Dennis Trainium



**3**



**4**



**5**





4 Administrator Lonnie King welcomes the children of Riverdale, MD, employees to work this past April 19. He brought along his daughter Meghan, who has participated in the annual Take-Your-Children-to-Work Day for the past 4 years. Meghan loves "Take-Your-Children-to-Work Day" and says she has learned a lot about APHIS and what the organization represents and does. She is a junior at Wilde Lake High School in Columbia, MD.

APHIS photo by Dennis Trainum



5 Children in Riverdale, MD, enjoyed meeting "Big Bird", a friendly and talkative parrot. The bird's owner, Senior Staff Veterinarian Jerry DePoyster, brought his pet to work for the event.

APHIS photo by Dennis Trainum



6

6 Burke Newman, REAC regulatory enforcement investigator (in hat), demonstrates how to tell a cow's age at VS' Western Regional office during "Take-Your-Children-to-Work" day. Watching intently are Emilee Picanso and Matthew Goodwin, while Elizabeth Kelpis, REAC field investigator, and Matthew's mother Sally Goodwin, administrative officer, look on.

APHIS photo by Stuart McDonald



7

7 Kylie Cassidy, daughter of VS' Kevin Cassidy, waits to receive her registration packet at the VS' Centers for Epidemiology and Animal Health in Ft. Collins, CO. Each of the 35 children attending received a registration packet with APHIS programs materials donated by VS, PPQ, and OPD. These materials included a certificate of appreciation, brochures, pencils, stickers, magnets, and a junior USDA badge. The children also had the opportunity to participate in activities such as observing a veterinary exam of "Good Dog Carl;" peeking inside a computer's brain; making a movie in a multimedia lab; surfing the Internet; investigating African horse sickness; learning about satellites, diseases, and maps; and touring the computer and telephone rooms.

Aphis photo by Jim Hein





# Employees Stop Smuggled Products at Ports of Entry

By Jim Rogers, LPA, and Stan Sayer, PPQ

The day started innocently enough at an International Port in California. Ships came and went, loaded and unloaded. Workers scurried back and forth, never giving a thought to the boxes they moved about. Crates sat heavily on the pier planks. One crate in particular looked a little too heavy. In fact, it weighed too much for the ship to take in one piece. It needed to be opened and divided. The load master called PPQ and asked for supervision while workers divided the load.

According to Meredith Jones, a compliance inventory specialist in REAC who worked on the case, Althea Langston, a veterinary medical officer, happened to be in California when the call came in. She went out to the docks to watch the operation. When the container was opened, it was found to carry a banned product—chicken feet—dozens of Argentine chicken feet bound for the Orient.

"Argentina is one of a number of countries not allowed to bring poultry products into the United States or ship them through, unless they are properly cooked or processed," says Robert D. Good, a veterinary medical officer. "The ban is due to exotic Newcastle disease, which is dangerous to all kinds of poultry and birds," he explains.

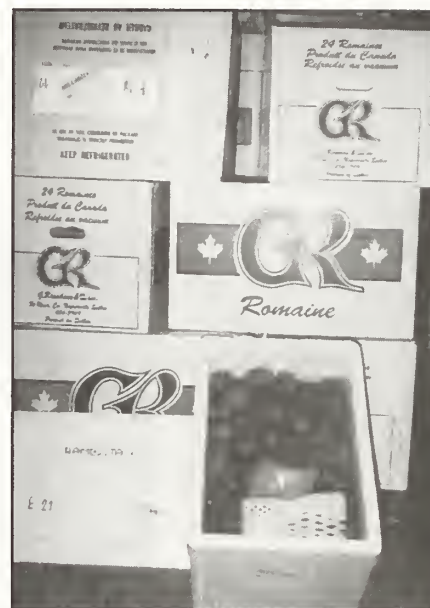
As it turned out, this ship wasn't the only one containing Argentine chicken feet. Several different ships docking at ports in eight States and Puerto Rico were found to carry the same transitting cargo.

REAC investigators who later uncovered the size of the chicken-feet problem realized that some shippers were off-loading the contraband in the East and driving it to the west coast for reloading and shipment. The cases against the shipping company are still open, but if the company is found to be in violation, it could receive fines for each port visited.

## Smuggling Buffalo Style

While investigators were busy intercepting chicken feet on the west coast, in Buffalo, NY, an alert cooperater, U.S. Customs Inspector Bob Graczyk, spotted a truckload of produce that looked suspicious. Graczyk was working the 4 p.m.-to-midnight shift at the Lewiston-Queenston International Bridge when a truckload of Canadian-grown, Chinese-style celery and lettuce was offered for entry into the United States.

Knowing that PPQ was very concerned over reported smuggling of prohibited Oriental fruits, particularly litchees and longans, into the United States from Canada, Graczyk immediately called Supervisory PPQ officer Stan Sayer.



APHIS PHOTO BY STEVE SPALLA

**Contraband of longans and Asian rambutans, prime host material for the Oriental fruit fly, were found concealed in lettuce cartons.**

What Graczyk found were cases of fruit concealed in celery and lettuce cartons. A few hours later, Sayer confirmed that the hidden contraband was longans, a fruit similar to litchees, probably originating in Thailand.

"These products are prime host material for the Oriental fruit fly, an extremely destructive agricultural pest," says Sayer.

PPQ officers detained the truck for a complete inspection the following Monday morning. During the inspection, Sayer and senior PPQ officer Steve Spalla tallied a total of 282 cases of longans and discovered even more prohibited material—24 freezer chests of Asian rambutans—also concealed within the legitimate cargo. The truck driver said he was hoping to sell the fruits in the Rochester, NY, Asian market. His hopes were dashed when Sayer ordered the material destroyed by land-fill burial. In addition, the violation was documented for the possible assessment of civil penalties by REAC. PPQ honored inspector Graczyk's fine efforts with a certificate of appreciation. ♦



USDA PHOTO BY BOB NICHOLS

REAC investigators (left to right) Kirk Miller, Lupe Aguilar, Sanny Santiago, Cindy Stahl, Mike McCann, Danny McFuther, Terry Groce, Bobby Greenwood, work along side PPQ's Althea Langston (far right) to uncover a chicken-feet smuggling operation.



# Eagle's Loft Child Care Center at Ames Is Dream Come True

By Dawn Toms, Veterinary Biologics Laboratory, NVSL

In June, parents in Ames, IA, realized a dream that took almost 20 years to make a reality—affordable, quality child care adjacent to their work site. Eagle's Loft Child Care Center opened for children of Federal employees and of the local community on June 3. Located half a mile from VS' National Veterinary Services Laboratories (NVSL) and across the street from the Agricultural Research Service's (ARS) National Animal Disease Center (NADC), the child-care facility is licensed for 84 children from 6 weeks to 12 years of age. In its first week of operation, the facility welcomed 20 children.

The dream began when a NADC microbiologist (now retired but then with young children) felt that affordable, quality child care would help improve her performance on the job. This employee approached NVSL's Federal Women's Committee, whose members became champions for an employer-assisted, child-care center. In January 1989, this committee approached the directors of three Federal offices at Ames—NVSL, BBEP's Veterinary Biologics Field Operations (VBFO), and NADC.

The directors responded by organizing a central child-care committee composed of parents of the three USDA groups. This committee explored options for providing child care to the working community and prepared a proposal to the General Services Administration (GSA) about setting up a child-care center on Federal land. After many obstacles and delays, the committee convinced GSA that there was a need for this type of center in Ames.

Because of the strict entry procedures at many of the laboratories

and GSA's assessment that a Federally owned center was a risky venture, GSA finally agreed to an approach that involved having an outside firm build a center on nearby private land. Eagle's Loft Center has been built by a private contractor and leased to GSA for 10 years. The lease has a renewal option.

The local sponsoring agencies—APHIS' NVSL and VBFO and ARS' NADC and the National Soil Tilth Laboratory—purchased the majority of the start-up equipment required for a new child-care center. They will continue their support by maintaining this equipment.

"When I started working on the child-care concept, my children

is a non-profit corporation with two major functions—to hire a provider for the center and to raise money for tuition assistance to families who might not otherwise be able to afford day care.

After diligent evaluations and visits to candidates' sites, ELBD members selected Green Tree Child Care by Bright Horizons as the provider. The board liked this provider's emphasis on a well-educated staff, low employee turnover, and for offering its employees continuing education and a good benefits package. Also, the provider's curriculum offered its staff choices of activities for the children. Green Tree also operates the child-care center at the Federal Building in Des Moines, Iowa.

After selecting the provider,



ARS PHOTO BY CHARLES GREINER

**"Insert screw A into slot B..." Unpacking and setting up equipment for the new and first USDA-sponsored day care center in Ames, IA, are (left to right) Theresa Leibold, Mary Souers, Dawn Toms, and Jan Pedersen.**

were day-care age," says NVSL's Jan Pedersen, who is both a current board member and long-time member of the child-care committee. "Now my oldest is 16 and driving! Nevertheless, it's great to see children playing in the playground across the street from where I work."

The central child-care committee asked for volunteers to Eagle's Loft Board of Directors (ELBD). This board (currently 12 members)

ELBD has turned its attention to providing tuition assistance through fund raising. The fund-raising program has included stuffed animal sales, holiday wreath sales, and a spaghetti supper at the center with a silent auction. Although no scholarships are available yet, they will be available shortly. The board also plans to make the center a Combined Federal Campaign recipient, so the  
(See CHILD CARE on page 15)



# Riverdale Toastmasters Reward Teller of the Tallest Tale

On May 22, eight Riverdale, MD, employees vied with each other to see who could spin the tallest tale in a lunch-hour session of the Riverside Toastmasters Club. Endorsed by the agency but run by its members, Toastmasters International offers members a way to address their continual learning needs in communications and leadership. By arranging with their supervisors the time to participate in Toastmasters' meetings, members get a friendly and supportive environment in which to hone their speaking, communication, and leadership skills.

At the May meeting, Jonathan Parks, Dan Kaczmarek, Charlie Brown, Steve Gilmore, Phil Spinelli, Bob Miller, Bobbi Pohl, and Jerry DePoyster, all Toastmasters in good standing, delivered their whoppers, which, in conformance with Toastmasters rules, had to last not less than 2 1/2 minutes or more than 5 1/2 minutes.

From the beginning, it was obvious the audience would be shoveling their way out of the room. Jonathan Parks kicked off the contest with a story about the return of the 17-year cicadas in such numbers that the Federal Government had to shut down because streets were so slippery, employees couldn't get to work. Dan Kaczmarek rewrote history to prove toastmasters clubs existed in other times, including 18th century France. Louis XVI, however, was undone when Marie Antoinette's toastmaster's speech was not well received by commoners who had been invited.

Charlie Brown, the current club president and a Minnesotan, spun a fable of Pecos Bill and Paul Bunyan, the pair responsible for separating Texas from Minnesota. These neighbors got on each other's nerves so, Pecos Bill lassoed a cactus, and astride his horse, pulled Texas south to the Rio Grande. Paul Bunyan hitched Babe the blue ox to a pine tree and headed to the Canadian border. When Bunyan looked back and sneezed, he blew up a cloud of grass seed that grew up in the flat area where the two States had been. That was how the Great Plains was created.

Steve Gilmore recounted his undergraduate days as a disco king with plastic hair and platform shoes. At the U.S. disco championship competition in New York, he faced the Babe Ruth of Disco dance—John Travolta. When it was Gilmore's turn, he danced all day and all night and received Travolta's own good luck horn in homage.

Not to be outdone, Phil Spinelli, another Minnesotan, recalled the time about 20 years earlier, when, as an undergraduate in Minneapolis, MN, he lived with a guy named Bob Zimmerman. He painted the walls crazy colors and never paid the rent, so he had to change his name and skip town. He became Bob Dylan. Spinelli and his group developed the terms "bummed," and "bummer", which derived from a word the neighbors called Zimmerman.

In another trip back in time, Bob Miller recounted a scene from his childhood in Armstrong County, TX. The school was so

small they only had enough players to field a basketball team. In a game between the Good Knights and Sundowners to decide the regional championship, the Good Knights could only muster 4 players, so they asked Miller to play. With 15 seconds left in the game, Miller released the ball. The shot bounced off a neighbor's buffalo bull calf that suddenly burst into the gym. Butted by the bull calf, the ball headed for the inside rim. The Good Knights won the game, and Miller got the title "Best bullshooter in Armstrong County, TX."

In a switch from history to fantasy, Bobbi Poll recounted the story of her dog Ani, a mixed-breed collie with magical powers in the hair that haloed its head when she pricked her ears. Using these magic powers, Ani survived an encounter with a Chesapeake bay oyster, snatched Kentucky fried chicken away from raccoons raiding a garbage can, and finally narrowly avoided being put to sleep in a pound by getting herself adopted by the Pohl family.

Even more fantastic—though he swears it is true—was DePoyster's story of the Dutch Break Monster. This monster, half wild man, half wild cat, was reputed to haunt a nearby Southern swamp. One winter, DePoyster and two friends went duck hunting. At dark, the trio pitched a tent and turned in for the night. Some time later, they were awakened by a strange scratching noise that shook the whole tent. Terrified, the trio loaded their shotguns in the dark and elected DePoyster to investigate. With his heart in his mouth, DePoyster opened the tent flap and stepped out. Peering around the corner, he came face to face with a big black-and-white cow!

To determine whose tale was tallest, audience members had 1 minute between each tale to score each speaker on nine items. At the end, a committee collected the ballots and retired to count them. In several minutes, they returned to announce the winners: a jar of Bull's-Eye barbecue sauce to third-place winner Charlie Brown; a stuffed dragon (the club mascot) to second-place winner Steve



APHIS PHOTO BY DENNIS TRANIUM

**Charlie Brown, current president of the Riverdale Toastmasters, adds bandana and ax props to his tale of how Texas and Minnesota got separated.**



*This overview of major trade initiatives and accomplishments was compiled by Estela Bock.*

**Argentina**—Masoud Malik, a veterinarian from VS' National Center for Import and Export (NCIE), went to Argentina May 13-29 to inspect nine meat-packing plants that will be exporting frozen cooked beef to the United States.

**China**—A senior veterinarian from the Nanjing Animal and Plant Quarantine Bureau of the People's Republic of China visited VS' Indiana Area Office to coordinate future exports of ostriches and other ratites from Indiana to Sandong, China. Indiana AVIC Francisco Collazo-Mattei briefed the Chinese official on APHIS export endorsement procedures, export isolation inspection and approval, and veterinary accreditation. The first proposed shipment of about 131 birds is scheduled to leave Indiana on June 29.

**Egypt**—On May 1, a shipment of 500 pregnant heifers departed for Egypt from the Pennsylvania Holstein Association quarantine facility. VS' Najam Faizi (NCIE) had worked with the industry to facilitate the shipment. Another shipment of 1,200 cattle will leave for Egypt from the port of Richmond, VA, on June 15, and a shipment of 500 cattle is scheduled to go from the port of Wilmington, DE, on July 1.

**Italy**—PPQ's European Community Union staff and its Phytosanitary Issues Management Team continue to work on facilitating world markets for U.S. wheat in light of the Karnal bunt infestation in certain Southwestern

States. Italian officials have indicated verbally to PPQ's Charles Havens that they will accept wheat that has tested negative in the field and again before shipment from areas under quarantine for Karnal bunt.

**Mexico**—VS officials met with Mexican agricultural officials and members of Coahuila's State Animal Health Committee this past April in Eagle Pass, TX. This Bi-State meeting was held as a result of concerns expressed by U.S. animal Health officials regarding *Boophilus* ticks found on stray cattle from areas in Mexico reported to be free of the tick.

This past April, PPQ officer Nancy Klag informed Mexico that the United States was detaining 41 railroad cars with industrial soybean grains at the Nogales, AZ, border port. PPQ inspectors had detected weed seeds in the railroad cars. After negotiations with Mexican agricultural officials, the shipment was released directly to the processing facility under Mexican supervision.

IS veterinarian Peter Fernandez has been working with his counterparts in Mexico to clarify various issues related to bovine spongiform encephalopathy for Mexican officials. Neither the United States nor Mexico has this disease.

VS veterinarian Michael David gave information to Mexican agricultural officials on the status of duck viral enteritis and duck viral hepatitis status in the United States. Mexico was detaining U.S. geese imports because the Mexicans were unfamiliar with the diseases in question.

**Netherlands**—VS veterinarian Roger Perkins is developing a protocol for the importation of bovine embryos fertilized in culture media into the United States from the Netherlands. If the Netherlands accepts our protocol, the importation will be the first ever of such embryos into the country.

**Peru**—In mid-June, 450 llamas and alpacas arrived from Peru into the Harry S Truman Animal Import Center on Fleming Key, FL. Two teams of veterinarians went to Peru to supervise the 60-day camelid quarantine. APHIS' Foreign Animal Disease Diagnostic Laboratory on Plum Island, NY, analyzed the diagnostic samples.

**Philippines**—A delegation of APHIS officials—Bob Kahrs (VS) and John Greifer, Ray Miyamoto, Ralph Iwamoto, Dennis Hannapel, and Wes Garnett, all of IS, participated in a seminar in Manila in May entitled "Implementation of the Uruguay Round Agreements on Technical Barriers to Trade and Sanitary and Phytosanitary Measures". Thew and Kahrs led discussions on various aspects of agriculture quarantines and relevant international organizations. This seminar provided direction to the 18-member country Asia Pacific Economic Cooperation on how to manage sanitary and phytosanitary issues. APHIS is helping the United States become a major player in this regional agricultural arena, which also includes Australia, Japan, China, and New Zealand.

**Zimbabwe**—IS veterinarian Karen Shank of Riverdale, MD, and VS Colorado veterinary medical officer Tom Schiefer are in Zimbabwe supervising donor testing in connection with a project to import bovine embryos into the United States from Zimbabwe. Importation of these embryos will be the first official importation of bovine embryos from Africa. ♦

Gilmore, and a trophy of a man throwing a bull to first-place winner Dan Kaczmarek.

If these goings on sound interesting, educational, or just plain fun, check out Toastmasters' bimonthly meetings in Riverdale. If you are already in a Toastmasters' club elsewhere, let us hear about some of your experiences. In all Toastmasters clubs, mem-

bers enjoy a mutually supportive and positive learning environment with the opportunity to develop oral communication and leadership skills. As their skills develop, members gain self-confidence and grow both personally and professionally. Call Bobbi Pohl (301-734-5174) for more information. ♦

# The Reinvention Revolution Gathers New Momentum

By Mary Thornhill, Field Servicing Office, M&B

Forty-one APHIS employees took part in a revolution this past March. They attended the "Reinvention Revolution: Reports from the Federal Frontlines" in Bethesda, MD. The conference was sponsored by the National Performance Review (NPR) and several private groups. The stated purpose was to provide a place for Federal reinvention advocates to meet, exchange successes and barriers, and identify actions necessary to keep the movement going.

APHIS employees prepared in advance for the conference and played a highly visible role while they were there. Sue Coburn (VS, Ft. Collins, CO) gathered information and materials and hosted the APHIS booth, which featured A PPQ poster, along with a striking full-color banner depicting the APHIS Home Page and APHIS' most recent Hammer Award from VS in eastern Pennsylvania. PPD's Eva Ring and Karen McCloskey spent long hours planning the logistics and pulling together information. They produced a booklet, *Reinvention for the Record*, that has the latest information on APHIS' reinvention laboratories. A great deal of planning involved an appearance of Vice President Al Gore with APHIS employees.

Before the conference, M&B's Lance Cope frequently discussed APHIS's achievements with NPR's Linda Walker, and during one of

these discussions, Walker talked to him about the "stuck" factor of reinvention laboratories and the need to identify barriers keeping the labs from fully realizing their goals. Cope, who happened to be in Minneapolis, MN, at the Field Servicing Office (FSO), contacted employees there. They began identifying barriers and specific actions to overcome the barriers. These actions took the form of contracts stating the purpose, proposed actions, and actions needed from the NPR and the Vice President for the labs to achieve their goals. The contracts were then signed by APHIS employees and forwarded to the NPR office, which shared them with the Vice President's staff.

Vice President Gore was giving the keynote speech at the Reinvention conference and planned on showcasing Federal employees who were engaged in reinvention initiatives. He liked the idea of the contracts and asked APHIS representatives to come on stage with him to sign a pledge stating, "Reinvention is my responsibility, and I am going to do something about it." M&B employees Denise Barnes, Cope, Inez DeCoteau, Tom Grahek, Steve Thompson, and Margie Thorson joined the Vice-President on stage to sign the pledge as representatives of APHIS. Placed in front of the auditorium for everyone to sign, the pledge had hundreds of signatures by the end

of the conference. The pledge now hangs in the Vice President's office.

The Reinvention Conference had many fascinating speakers. They included Barbara Roberts, former Governor of Oregon, who spoke of "Oregon 2,000," a Statewide initiative to find out what constituents wanted from their government; Michael Hammer, author of *Reengineering the Corporation*; David Osborne, Co-author of *Reinventing Government*; Carolyn Lukensmeier of America Speaks, who spoke movingly of the need for Federal employees to integrate their role of private citizen with that of Federal bureaucrat; and many others involved in reinvention.

The most fascinating speakers were the Federal employees who were working on reinvention initiatives. Participants in several panels described their successes. Representatives from the Houston, TX, Federal community explained their Federal Service Center, a "one-stop shopping" center that has been extremely well received.

During the conference, attendees worked in learning laboratories to "re-energize" the reinvention movement. We were asked to identify problems, issues, and barriers keeping us from going forward with reinvention and then to ask for specific actions from our agencies and the administration. The workshops were organized into three categories: people, partnership and performance, and customer service. All participants met in small groups to discuss the issue and appoint a spokesperson. The spokespersons met and combined all the information from the workshops into a form for presentation to the conference, the NPR, and representatives of the President's Management Council.

APHIS was particularly active in the first segment "People—Charge, Recharge, or Discharge." This committee met until almost midnight, and when their presentation was given, three APHIS employees were among the nine representatives on stage. Barnes, Lynn Siegfried (VS), and Cope presented changes meant to align people and people systems with reinvention values.

PPQ's Sonia Dabulis was one of the presenters for the Partnerships segment. The group asked for increased outreach between Federal,



PHOTO COURTESY OF THE WHITE HOUSE

M&B employees (left to right) Steve Thompson, Tom Grahek, Lance Cope, Margie Thorson, Inez DeCoteau, and Denise Barnes prepare to sign the reinvention pledge with Vice President Gore.



# Alumni Organization

At the May meeting of the APHIS Alumni Organization (AAO), members continued to put together their plan for defining the organization and AAO activities. There is general agreement that AAO should mirror APHIS, providing valuable insights and historical perspectives on issues facing the agency. Attendance at the meetings continues to be composed of current employees and retirees both in the Riverdale, MD, area and across the country.

## Member Travels

"I just returned from the annual meeting of those who were involved in the foot-and-mouth disease eradication program," reported AAO vice president Frank Mulhern at the May meeting. "To prepare for a television program on the eradication effort in Mexico, many participants are being interviewed. The program will be titled "Conversations with fighters of animal disease in Mexico" and may take 1 to 2 years to complete."

AAO Executive Secretary John Kennedy was in England at the time of the May meeting. While there he was planning to meet with officials about "mad cow disease." His role was to offer the services of

AAO to the British Government and provide them with resumes of AAO members who have experience working on related diseases.

## Activities

The group has been working on a letter announcing the AAO to employees, retirees, and others. Members are planning for a ceremony, photographs, and publicity to showcase signing of the instrument that lays out the purpose of AAO and defines the relationship between employees and retirees. The contents of the letter were discussed at a March meeting with Administrator Lonnie King about how the organization ought to relate to the agency. At that meeting King emphasized his commitment to ensuring that retirees are a continuing part of the APHIS culture. He expressed a hope that former employees continue to be a part of APHIS even after leaving official employment.

The group has also been working on obtaining permanent office space in the Riverdale building. A permanent office would increase the opportunities for AAO members to interface with the AMT and other APHIS employees. Members

at the meeting proposed that alumni staff the space 1 day a week.

A roster of experience, begun earlier, is still circulating. AAO wants to have the highest level of scientific and technical competence listed so that it will be able to provide APHIS support on wide-reaching issues and problems.

AAO members want the group to have its social side. Under consideration are a cookout or an outing. The group wants input from its membership on what kinds of social activities it should have. ♦

## AAO Officers

The following, officers of AAO, hope retirees will contact them with comments and ideas:

President  
Harry Mussman 703-820-8454

Vice President  
Frank Mulhern 714-768-3538

Treasurer  
Rosemary Stanko 301-948-8094

Executive Secretary  
John Kennedy 301-490-1600

At Large  
Scot Campbell 301-776-8324

## Child Care from Page 11

community can support it through CFC contributions. The ELBD has also contracted with Green Tree to provide six scholarships in addition to the board's scholarships once the center is at full capacity. At full capacity, Green Tree will also refund parents \$15 of the \$45 enrollment fee.

My own daughter Natalie, who is 2, didn't want to stay at the center on the first day. On the second day, she wanted me to stay and play with her. On the third day, when I came to pick her up, she didn't want to leave.

Eagle's Loft was specifically built to accommodate children. Each room is equipped with child-

size drinking fountains, sinks, commodes, and built-in lofts. The center is protected by an individualized security system—that is, each family punches in its own code number to enter. The bright cheerful colors, large, sunny, safety-glass windows, and plentiful toys make it an inviting place for children to spend the day. ♦

State, and local governments and the private sector. The group also suggested that the White House sponsor a Partnership Conference this summer.

The presenters of the Performance and Customer Service group asked for GPRA accountability, pay for performance, and resource flexibility.

Elaine Kamarck, senior policy advisor to the Vice President, Bob

Stone, project director of the National Performance Review, John Koskinen, chair of the President's Management Council, and others on the Council offered explanations, asked questions, and promised to look into the matters brought to them. Kamarck, also Vice President Gore's Chief of staff, informed us that all the information reported

would be brought to Gore at the end of the conference. At FSO, information generated at the conference was made available to all employees at an open forum. To get this information, contact Barnes in Minneapolis on (612) 370-2147 or Ring in Riverdale, MD, (301) 734-3582. ♦

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